

Message Text

UNCLASSIFIED

PAGE 01 STATE 045461

ORIGIN ARA-10

INFO OCT-01 ISO-00 SIG-02 MMO-04 AID-05 CIAE-00 COME-00
EB-08 FRB-01 INR-07 NSAE-00 USIA-15 TRSE-00 XMB-04
OPIC-06 SP-02 LAB-04 SIL-01 OMB-01 NSC-05 SS-15
STR-04 CEA-01 JUSE-00 IGA-02 L-03 H-02 PA-02 PRS-01
AGRE-00 DEAE-00 DHA-02 /108 R

DRAFTED BY ARA/PPC;AHWOODRUFF:JAD

APPROVED BY ARA:TATODMAN

ARA/PPC:MALCOLM BARNEBEY

ARA:CWBRAY (DRAFT)

ARA:WHLUERS

S/IG:PSKOUFIS

-----021451 108364 /43

R 020102Z MAR 77

FM SECSTATE WASHDC

TO ALL AMERICAN REPUBLIC DIPLOMATIC POSTS

INFO USCINCSO

UNCLAS STATE 045461

E.O. 11652: N/A

TAGS: AMGT, PFOR,

SUBJECT:POLICY AND RESOURCE MANAGEMENT REVIEW (PARM);
SUPPLEMENTARY GUIDANCE FOR ARA POSTS

REFERENCES: A. STATE 38356 B. STATE 38338

1. THE DEPUTY UNDER SECRETARY FOR MANAGEMENT HAS AUTHORIZED
THE NEW PARM SYSTEM TO REPLACE CASP, PARA AND OTHER ANNUAL
POLICY REVIEW SYSTEMS THROUGHOUT THE DEPARTMENT. THOUGH
A STANDARDIZED APPROACH, PARM INCORPORATES (OR AT LEAST
DOES NOT PRECLUDE) MOST OF THE POSITIVE FEATURES OF THE
CASP, INCLUDING SOME OF THE REFORMS SUGGESTED BY AN OUTSIDE
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TEAM OF CONSULTANTS.

2. ONE OF THOSE REFORMS, THE PROVISION OF ADVANCE GUIDANCE
ON MAJOR POLICY SUBJECTS, MAY NOT BE FULLY IMPLEMENTED IN
TIME FOR THIS YEAR'S CYCLE GIVEN THE NEW ADMINISTRATION'S
DESIRE FOR A BROAD REVIEW OF LATIN AMERICAN POLICY. THIS
PROCESS IS CURRENTLY IN TRAIN. WE HOPE TO HAVE A MAJOR

POLICY REVIEW COMPLETED AT CABINET LEVEL BY MID-MARCH WHEREUPON WE SHOULD BE IN POSITION TO OFFER POLICY GUIDANCE. IN ANY CASE, WE SHOULD BE ABLE TO AT LEAST SUGGEST SOME GENERAL POLICY TRENDS AND ASSUMPTIONS FOR LATIN AMERICA IN THE VERY NEAR FUTURE. THE BROAD TRENDS OUTLINED BY S/P (REF. B) WILL HOWEVER PROVIDE USEFUL BACKGROUND FOR DRAFTING. IN ADDITION, COUNTRY SPECIFIC GUIDANCE WILL BE SENT OUT BY EACH COUNTRY DESK IN THE NEAR FUTURE.

3. POSTS WILL NOTE THAT REF. A LEAVES THE OPTIONS VERY MUCH OPEN FOR BUREAUS AS REGARDS THE WASHINGTON REVIEW PROCESS. IN ARA WE INTEND TO CONTINUE THE FULL INTER-AGENCY REVIEW PROCESS AS WE HAVE FOR THE CASP. THERE WILL BE AN INTER-AGENCY MEETING FOR EACH PARM SUBMISSION, CHAIRED IN MOST CASES BY ONE OF THE ARA DEPUTY ASSISTANT SECRETARIES (SOME OF THE SMALLER COUNTRIES MAY BE COMBINED IN ONE MEETING HOWEVER). THE OBJECT OF THESE MEETINGS WILL BE TO PROVIDE IN-DEPTH DISCUSSION OF U.S. OBJECTIVES AND INTERESTS IN THE COUNTRY AND THE ISSUES RAISED BY THE POST. WE HOPE THESE DISCUSSIONS WILL RESULT IN A WORKING, INTER-AGENCY CONSENSUS ON ISSUES AND SOLUTIONS WHERE POSSIBLE, BUT THE MAIN OBJECT OF THE INTER-AGENCY REVIEW WILL BE TO ESTABLISH AN ONGOING PROCESS OF CONSULTATION ABOUT EMERGENT OPPORTUNITIES AND CHALLENGES IN U.S. POLICY TOWARD LATIN AMERICA. WE WANT TO GET AWAY FROM THE STATIC NATURE OF CASP AND TREAT ISSUES AS THEY ARISE AND AS THEY CHANGE. THE INTER-AGENCY PROCESS WILL THEREFORE NOT ENGAGE IN PROTRACTED AND DETAILED NEGOTIATIONS ON PARM LANGUAGE IN ORDER TO PRODUCE A BELATED "DECISION" ON ISSUES WHICH MAY IN THE UNCLASSIFIED

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MEANTIME HAVE BEEN RESOLVED IN OTHER CHANNELS, OVERTAKEN BY EVENTS OR SIMPLY DISAPPEARED. WE WILL REPLY TO EACH PARM WITH QUALITATIVE COMMENTS ON THE DOCUMENT, A SUMMARY OF INTER-AGENCY DISCUSSION AND AN INDICATION OF HOW UNRESOLVED ISSUES WILL BE PURSUED. WE HOPE TO KEEP POSTS CONTINUOUSLY INFORMED ON THE LATTER.

4. SIMILARLY, WE EXPECT THAT POSTS WILL SUBMIT NEW ISSUES AS THEY ARISE DURING THE YEAR, WITHOUT RE-DRAFTING THE ENTIRE PARM AND WITHOUT WAITING UNTIL THE NEXT CYCLE. WE URGE THAT ISSUES BE RESTRICTED TO THOSE ON WHICH WASHINGTON REVIEW AND DECISION IS NEEDED AT THE ASSISTANT SECRETARY LEVEL OR HIGHER. IN THIS WAY WE HOPE TO DEVELOP AN AGREED, REALISTIC WORK AGENDA CONSISTING OF LINES OF ACTION TO BE PURSUED OVER AN 18 MONTH PERIOD ON A SPECIFIED SET OF ISSUES.

5. PARA. 11 OF REF. A PROVIDES GENERAL GUIDANCE FOR DRAFTING ON U.S. INTERESTS, OVERVIEW, OBJECTIVES, COURSES OF ACTION AND ISSUES. IN PREPARING THIS CRITICAL SECTION,

WE URGE THAT POSTS KEEP THE FOLLOWING SUPPLEMENTARY CONSIDERATIONS IN MIND:

A. THE "INTERESTS" DESCRIBED IN THE PARM SHOULD BE LONG TERM AND STRATEGIC, RELATING TO THE ACHIEVEMENT OF BROAD GOALS, E.G. U.S. ECONOMIC PROSPERITY, THE SECURITY OF THE HEMISPHERE, A MORE PEACEFUL AND STABLE WORLD ORDER, ETC.

B. THE OVERVIEW SHOULD BE IN THE NATURE OF A SHORT PERSONAL STATEMENT BY THE AMBASSADOR. IN ADDITION TO THE CONTENT DESCRIBED IN PARA. 11 (C) OF REF. A, IT SHOULD BRIEFLY SUMMARIZE THE MAIN RECOMMENDATIONS OF THE PAPER.

C. U.S. OBJECTIVES SHOULD BE CONTAINED IN A SEPARATE SUB-SECTION. THEY SHOULD BE STATED IN PRIORITY ORDER AND QUITE SUCCINCTLY, PERHAPS IN TWO OR THREE LINES.
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SOME COUNTRIES MAY REQUIRE ONLY ONE OR TWO CENTRAL OBJECTIVES. DISSENTING VIEWS WITHIN THE COUNTRY TEAM SHOULD BE INCLUDED HERE AS WELL AS IN THE PRESENTATION OF ISSUES. OBJECTIVES SHOULD BE CONCEIVED IN LESS ABSTRACT TERMS THAN INTERESTS, FOR EXAMPLE: ACCESS TO COMMODITIES, SUPPORT FOR THE U.S. IN MULTILATERAL FORA, PROMOTION OF HUMAN RIGHTS, ETC.

D. SPECIFIC ISSUES REQUIRING HIGH LEVEL WASHINGTON CONSIDERATION SHOULD BE CHOSEN FROM AMONG THE MOST PRESSING OBJECTIVES, I.E. THOSE HAVING THE MOST SIGNIFICANT IMPACT ON U.S. INTERESTS. THEY SHOULD BE SIMILAR TO THE KINDS OF ISSUES CONTAINED IN THE CASP, I.E. COMPRISING PROBABLE CHALLENGES TO AND OPPORTUNITIES FOR U.S. INTERESTS, NOT CONTINGENCIES. WE SUGGEST THEY BE DISCUSSED IN TERMS OF CONVERGENCE WITH -- OR DIVERGENCE FROM -- HOST COUNTRY POSITIONS AND HOW WE MIGHT INCREASE THE FORMER AND REDUCE THE LATTER. IN ALL CASES THE LIST OF ISSUES SHOULD BE MUCH SHORTER THAN THE LIST OF OBJECTIVES.

E. IF, AS WE SUGGEST, THE ISSUES ARE TO FORM A COMMON WORK AGENDA FOR BOTH WASHINGTON AND EMBASSIES, YOU SHOULD ALSO GIVE AN INDICATION OF WHERE WE WANT TO BE ON THE PROBLEM 18 MONTHS FROM NOW AND HOW WE GET THERE. RECOMMENDATIONS, ALTERNATIVES, DISSENTING VIEWS AND TACTICS SHOULD BE INCLUDED.

6. PART II OF THE PARM, ON RESOURCE ASSESSMENTS, SHOULD INCLUDE A DISCUSSION OF WHAT RESOURCES WILL BE REQUIRED TO GET WHERE WE WANT TO GO, INCLUDING HUMAN AND PROGRAM

RESOURCES. WE RECOGNIZE, OF COURSE, THAT MANY
ISSUES WILL NOT BE RESOURCE-SENSITIVE. ARA POSTS SHOULD
DISREGARD NOTE 5 ON STAFFING CHART PREPARATION AND SHOULD
INCLUDE OTHER AGENCY DATA FOR FY79.

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FOCUSSED AND STRUCTURED. BREVITY IS INCREASINGLY A VIRTUE
OBVIOUSLY SOME PARMS CAN BE BRIEFER THAN OTHERS.
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ORIGIN ARA-04

INFO OCT-01 ISO-00 /005 R

66011

DRAFTED BY: ARA/CAR:DPIERCE

APPROVED BY: ARA/CAR:DPIERCE

-----172037Z 090105 /46

O 171745Z MAR 77

FM SECSTATE WASHDC

TO AMCONSUL MARTINIQUE IMMEDIATE

AMCONSUL CURACAO IMMEDIATE

UNCLAS STATE 045461

FOL TEL SENT ACTION ALL AMERICAN REPUBLIC DIPLOMATIC POSTS
INFO USCINCSO FROM SECSTATE DTD 02 MAR 1977 QTE

UNCLAS STATE 045461

E.O. 11652: N/A

TAGS: AMGT, PFOR,

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PAGE 01 STATE 045461
ORIGIN ARA-10

INFO OCT-01 ISO-00 MMO-04 /015 R

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DRAFTED BY: ARA/PPC:JADECESARIS
APPROVED BY: ARA/PPC:AHWOODRUFF
ARA/PPC:PESTORING
ARA/CEN:MJPLATT
ARA/PPC:DCPROPER
M/MO:ABAUMAN(SUBS)

-----222246Z 045470 /67

O 221631Z MAR 77
FM SECSTATE WASHDC
TO AMCONSUL BELIZE IMMEDIATE

UNCLAS STATE 045461

FOLLOWING REPEAT STATE 045461 ACTION MARTINIQUE
CURACAO DTD 17 MAR

QTE

UNCLAS STATE 045461

FOL TEL SENT ACTION ALL AMERICAN REPUBLIC DIPLOMATIC POSTS
INFO USCINCSO FROM SECSTATE DTD 02 MAR 1977 QTE

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Message Attributes

Automatic Decaptioning: X
Capture Date: 01-Jan-1994 12:00:00 am
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: REPORTS, POLICIES, PARM POLICY & RESOURCE MGT REVIEW, INTELLIGENCE ASSESSMENTS, DEPARTMENTAL COMMUNICATIONS
Control Number: n/a
Copy: SINGLE
Sent Date: 02-Mar-1977 12:00:00 am
Decaption Date: 01-Jan-1960 12:00:00 am
Decaption Note:
Disposition Action: n/a
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment:
Disposition Date: 01-Jan-1960 12:00:00 am
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1977STATE045461
Document Source: CORE
Document Unique ID: 00
Drafter: JAD
Enclosure: n/a
Executive Order: N/A
Errors: N/A
Expiration:
Film Number: D770071-1141
Format: TEL
From: STATE
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1977/newtext/t197703100/aaaadksx.tel
Line Count: 563
Litigation Code IDs:
Litigation Codes:
Litigation History:
Locator: TEXT ON-LINE, ON MICROFILM
Message ID: 523a88ac-c288-dd11-92da-001cc4696bcc
Office: ORIGIN ARA
Original Classification: UNCLASSIFIED
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 11
Previous Channel Indicators: n/a
Previous Classification: n/a
Previous Handling Restrictions: n/a
Reference: 77 STATE 38356
Retention: 0
Review Action: RELEASED, APPROVED
Review Content Flags:
Review Date: 12-Jan-2005 12:00:00 am
Review Event:
Review Exemptions: n/a
Review Media Identifier:
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
SAS ID: 2938281
Secure: OPEN
Status: NATIVE
Subject: POLICY AND RESOURCE MANAGEMENT REVIEW (PARM); SUPPLEMENTARY GUIDANCE FOR ARA POSTS
TAGS: AMGT, PFOR, XM
To: ALL POSTS
Type: TE
vdkgvkey: odbc://SAS/SAS.dbo.SAS_Docs/523a88ac-c288-dd11-92da-001cc4696bcc
Review Markings:
Margaret P. Grafeld
Declassified/Released
US Department of State
EO Systematic Review
22 May 2009
Markings: Margaret P. Grafeld Declassified/Released US Department of State EO Systematic Review 22 May 2009